

# City of Cleveland Public Safety Recruitment 2019 Year-End Report





**CITY OF CLEVELAND**  
Mayor Frank G. Jackson

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Division of Police, Chief Calvin  
D. Williams



Division of Fire, Chief Angelo  
Calvillo







Division of EMS,  
Commissioner Nicole Carlton



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## *Public Safety Recruitment Team*

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Sergeant Charmin Leon  
POLICE



Detective Marie Clark  
POLICE



Detective Felton Collier  
POLICE



Lieutenant Thomas Pryor  
FIRE



Sergeant Desmond Anderson  
EMS



Administrative Assistant  
Tyler Eidson

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## *Third Year - 2019*

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2019 was a wonderfully busy year for the City of Cleveland's Recruitment Team. We'd like to thank the community for all the support and your participation in recruiting for our safety force personnel. The Public Safety Recruitment Team was established in 2017 and over the last three years have been amazed at the willingness of our citizens to engage in meaningful dialogue around reform, cooperation and working towards more just and equitable opportunities to serve the community as a member of our team.

For the first time in seventeen years, the city obtained licensing to train entry level applicants as Emergency Medical Technicians for the Division of Emergency Medical Services (EMS). The Division of Police saw an uptick in successful women and minority applicants entering the academy and the Division of Fire continued their updates of the physical agility exam and will be providing more transparency during its testing process, allowing oversight by union and recruitment team members.

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### *I. Recruitment Goals, Objectives and Accomplishments*

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***Goal #1. Increase staffing levels to effectively implement our Community and Problem Oriented Policing plan (CPOP).***

The CPOP plan highlights the need for adequate staffing so that officers have adequate time to not only respond to calls for service, but to also participate in problem solving and positive engagement with the community. Although specifically penned for the Cleveland Division of Police, during preparation to train personnel that are involved in hiring in behavioral based interviewing, we discovered that many of the characteristics and skill sets needed in police recruits mirror those preferred characteristics for the positions of firefighter



and EMS personnel as well. Compassion, critical thinking, inclusion, etc. are needed to provide superior service by all divisions. Taking the time to adequately address issues of traumatic events is essential in fulfilling the duties of all the safety forces and this goal will be adopted across the board.

### *Accomplishments*

Supporting this goal, there are two objectives:

1. To maintain a well-trained, full time, Public Safety Recruitment Team (PSRT) that can adequately respond to inquiries regarding employment within all three Division.
2. Identify those individuals most suited with the ability to integrate the principles of CPOP in the discharging of their duties by incorporating the tenets of CPOP in recruitment messaging.

### 1. TRAINING

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The PSRT consists of personnel from each of the three divisions and are assigned on a full time basis. In 2019, the team received the trainings listed in Appendix A. These trainings not only ensure the team stays current on developments in recruiting safety forces in the 21<sup>st</sup> Century, they also forge connections with other recruiters in the field. As other departments participated in these trainings, these efforts also help to reinforce the goal of creating and maintaining partnerships with other jurisdictions as we share ideas and potential candidate information.



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**Members of the PSRT meet with recruiters from the  
City of Akron Police Department**

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Finally, discussions regarding the PSRT absorbing background investigation duties were suspended pending the review of budget considerations for making the team permanent under the Department of Public Safety.

## 2. IDENTIFYING MOST SUITED CANDIDATES

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Part of communicating the culture of the safety forces to attract the most suited candidates includes messaging that expresses a desire to serve. This year, the updated recruitment brochure only included the mission statement for the Department of Public Safety as space was limited:

**The mission of the Department of Public Safety is to effectively provide a wide range of services which protect the life and property of the community.**

To better help individuals determine whether or not they have a disposition to serve, conflict resolution skills and the ability to treat others with dignity and respect, the team provided links on all social media platforms directing potential applicants to online career assessments through a contributor of the Monster employment site.<sup>1</sup> Team members would refer potential applicants to these resources when met with skepticism by residents who had not considered a career in the police, fire or EMS fields to explore their options.

### ***Goal #2. Attract and hire a diverse group of qualified applicants from a broad cross-section of the community.***

The city of Cleveland is comprised of many different cultures. PSRT connects with and shares employment opportunities at events that celebrate our differences throughout Cleveland.

#### *Accomplishments*

Supporting this goal, there are five objectives:

1. Identify and maintain a pool of qualified potential recruits.
2. Recruit applicants from multiple disciplines at colleges and universities, in addition to those candidates enrolled in Criminal Justice Programs. The PSRT will also court applicants from disciplines such as Behavioral/Social Sciences and Health Sciences for their 'service' aspect and Urban Studies for the knowledge base students gain around inner cities and how they've developed.

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<sup>1</sup> [https://m.365tests.com/job-tests/career-assessment-test/?fbclid=IwAR2f\\_JLLPcrFOwCbV5mh3XJTeZ99D8pcEpRkin-U9JPzNqAcxIOdsMpDY8](https://m.365tests.com/job-tests/career-assessment-test/?fbclid=IwAR2f_JLLPcrFOwCbV5mh3XJTeZ99D8pcEpRkin-U9JPzNqAcxIOdsMpDY8) – What's Your Talent?



3. Reduce the large gap in percentage points between the Division's demographic breakdown of minorities and women and that of the Cleveland community by 5% by the end of 2019 or the next four entry level and two lateral classes.
4. Reach segments of the community that we have not been successful in accessing through other efforts such as the information sessions, social media posts, recruitment events and job fairs.
5. Utilize various advertisement vehicles to garner interest in a public safety career across a broad cross-section of the community as evidenced by an increased number of applicants from non-traditional communities.

## 1. POOL OF QUALIFIED APPLICANTS

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In 2018, the Hiring Process Committee was established to provide ongoing evaluations of the hiring process, focusing on the areas needed for improvement, with the administrative decision makers at the table. The committee consists of the following leadership and their support staff:

- Member of the Mayor's Cabinet, for 2019 – Chief Natoya Walker-Minor
- Director of Public Safety, Michael McGrath, or a representative
- Secretary of Civil Service (chair), Michael Spreng
- Director of Human Resources, Nycole West
- Chief of Police, Calvin D. Williams
- Chief of Fire, Angelo Calvillo
- Commissioner of EMS
- Members of the PSRT from Police, Fire and EMS

Joining the hiring committee this year were members of the minority firefighters' union, the Vanguard.

The following developments occurred during this reporting year:

1. Reduced the numbers of documents needed to prove residency
2. Third party vendor to off-board portions of background screenings
3. Application period for both OPOTA Certified and entry level officers

As indicated in the approved Recruitment Plan, *qualified applicant* refers to more than potential applicants meeting the minimum qualifications. In 2019, the Divisions of Police, Fire and EMS worked with Business Volunteers Unlimited (BVU) to complete a needs assessment to build a training curriculum to conduct behavioral based interviewing. This technique of interviewing elicits responses from applicants that better identify competencies and leadership attributes of candidates. The process began in June of 2019 and the

curriculum was completed and presented in November. (See Appendix B, BVU proposal) An interviewing committee consisting of personnel across divisions will be established and trained to interview safety force applicants; patrol officer, firefighter, EMT/paramedics, traffic controllers and dispatchers.

To increase efficiency and provide consistency, the hiring committee further explored the ability to contract out to a third party parts of background investigation work. Separate divisions are conducting different forms of these efforts and to different degrees. The director of human resources expanded their request for proposals of third party services to include public safety. In 2020, the first group of civilian backgrounds will be conducted through human resources instead of police.

## 2. RECRUIT FROM MULTIPLE DISCIPLINES

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Recruitment of police, fire and EMS was previously conducted only in respective disciplines such as criminal justice for police, suppression for fire and medical areas for EMS. Partnering with the National Testing Network and BVU further emphasized the intersection of skill sets in public safety. This helps to understand and explain why there is often personnel that transfer within the department from dispatch to patrol officer, patrol officer to firefighter, traffic controller to patrol officer, etc. In 2019, PSRT attended 36 career fairs. (See Appendix C) The fairs were held at multiple colleges and consisted of many disciplines.

## 3. REDUCE GAP OF WOMEN & MINORITIES BETWEEN DIVISIONS AND COMMUNITY

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This year we acknowledge that diversity in the safety forces that mirror the community is an issue across all safety divisions. Police, Fire and EMS will work towards this goal to more closely reflect the demographics of our communities.

In the year of 2019, we held 2 academy classes, 144<sup>th</sup> & 145<sup>th</sup>.

The 144<sup>th</sup> academy began with 51 recruits; 31% women and 45% minorities, at 59% women and minorities. We graduated 41 recruits; 20% women and 39% minorities, ending with 49% women and minorities.

Our 145<sup>th</sup> academy class began with 85 recruits; 31% women and 45% minorities, at 55% women and minorities. We graduated 72 recruits; 33% women and 43% minorities, at 55% women and minorities.

## Division of Police – End of 2018

<b>Classification</b>	<b>No.</b>	<b>Male</b>	<b>Female</b>	<b>Caucasian</b>	<b>Black</b>	<b>Hispanic</b>	<b>Other</b>
Chief	1	1	0		1		
Deputy Chief	4	3	1	1	2	1	
Commander	12	10	2	9	3		
Traffic Commissioner	1	1	0	1			
Captain	17	16	1	16		1	
Lieutenant	50	45	5	44	5	1	
Sergeant	205	168	37	146	42	14	3
Patrol Officer	1161	995	166	771	261	113	16
Academy	149	111	38	84	52	10	3
<b>Total</b>	<b>1600</b>	1350	250	1072	366	140	22
Percent		<b>84%</b>	<b>16%</b>	<b>67%</b>	<b>23%</b>	<b>9%</b>	<b>1%</b>
Community breakdown		48%	52%	37%	53%	9%	2%

## End of 2019

<b>Classification</b>	<b>No.</b>	<b>Male</b>	<b>Female</b>	<b>Caucasian</b>	<b>Black</b>	<b>Hispanic</b>	<b>Other</b>
Chief	1	1	0		1		
Deputy Chief	4	3	1	1	2	1	
Commander	12	9	3	9	3		
Traffic Commissioner	1	1	0	1			
Captain	18	16	2	17		1	
Lieutenant	54	48	6	47	6	1	
Sergeant	205	170	35	142	44	16	3
Patrol Officer	1251	1055	196	827	287	117	20
Academy	77	53	24	44	21	10	2
<b>Total</b>	<b>1623</b>	1356	267	1088	364	146	25
Percent		<b>84%</b>	<b>16%</b>	<b>67%</b>	<b>22%</b>	<b>9%</b>	<b>2%</b>
Community breakdown		48%	52%	37%	53%	9%	2%

2018 began with a strength of 1,471 and 2019 began with 1,600 officers. We were budgeted to hire 150 officers in 2019 and hired 136 plus 1 re-instated officer. 114 officers left the division in 2019.

To explain the percentages of the academy classes in relation to the percentages of the division at the end of 2019, the PSRT submitted data to the data analyst team consisting of Dr. Raina Issa and the Case Western Reserve University (CWRU) partners. The percentage of Hispanic and Asian officers

leaving the division has remained consistent while the percentage of Black officers leaving has risen from 30% in 2018 to 41% in 2019. The number of White officers has dropped only 4% in the same timeframe and therefore, overall percentages have not changed. Please refer to the charts located in Appendix C. The PSRT will continue its work with the analysts for a more in depth picture of how these departures relate to hiring and projected increases over the next few years.



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PSRT Meeting with Dr. Issa and CWRU data team

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PSRT completed informational videos highlighting the hiring process in 2019. These videos were posted on the city's public safety page under each respective divisions tab. They can be found here:

<http://www.city.cleveland.oh.us/PublicSafetyCareers>

PSRT the videos highlighting women, veterans and second career personnel of the safety forces will begin 2020/2021 (postponed from 2019).





### Division of Fire

2018				2019	
Hired	59			Hired	23
Separated	37			Separated	44

### The Divisional strength was 762 (as of May 6, 2019):

			WM	BM	HM	OM	WF	BF	HF	OF
Chief	1				1					
Assistant Chief	6		3	1	2					
Battalion Chiefs	23		22	1						
Captains	54		47	6	1					
Lieutenants	164		122	27	13		1	1		
FGF	397		284	77	33	3				
4GF	21		20				1			
3GF	38		31	4	3					
2GF	35		26	5	4					
Cadets	23		20		3					
<b>Total</b>	<b>762</b>		<b>574</b>	<b>121</b>	<b>60</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>

**The current Divisional strength is 762  
(as of December 30, 2019):**

		WM	BM	HM	OM	WF	BF	HF	OF
Chief	1			1					
Assistant Chief	6	3	1	2					
Battalion Chiefs	25	23	1			1			
Captains	56	48	7	1					
Lieutenants	160	120	27	12			1		
FGF	371	269	68	31	3				
4GF	21	19		2					
3GF	59	51	4	3		1			
2GF	35	26	5	4					
Cadets	0	0		0					
<b>Total</b>	<b>734</b>	<b>559</b>	<b>113</b>	<b>56</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>

For full transparency, a finding of discriminatory employment practices was found to have occurred by the U.S. Equal Employment Opportunity Commission, Cleveland Field Office by the Division of Fire. Because of this, a conciliation process has begun and the following remedies are being implemented as mentioned in the 2017-2018 report:

1. A new, validated, agility test was vetted and approved. The National Testing Networks' Firefighter Mile will replace the old agility test.
2. The city will provide various sizes of gear to better accommodate female applicants. They will no longer have to perform the agility test in gear meant only for male firefighters.
3. A visual clock will be installed at the test site as discrepancies were found in the time taken by the proctors and others in attendance.
4. Practice sessions will be implemented for all applicants so that the techniques needed to successfully pass the test are available to everyone with the ability to do so.
5. Accommodations for female facilities in the firehouses has begun.

As stated earlier in the report, the goal of attracting and *hiring* a diverse group of qualified applicants from a cross section of the community with the objective of reducing the large gap in percentage points between all divisions' demographic makeup and that of the Cleveland community is being taken on by the administration through all divisions. The citizens of the city expect that all persons will truly have an equal and fair opportunity to become employed to serve their community should they have the desire and required competencies. It is not a fact nor an acceptable perspective that these abilities are found in the majority of only one demographic.



## Division of EMS – End of 2018;

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	42	13%	1	1%	52	17%	6	2%	3	1%	104	33%
Male	33	10%	2	1%	164	51%	10	4%	5	2%	214	68%
Total	75	23%	3	1%	216	68%	16	5%	8	3%	318	100%

### Executive Staff {1 Commissioner - 1 Admin Mngr - 1 Payroll – 3 EMT-Supervisor}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	2	25%	0	0%	2	25%	0	0%	0	0%	4	50%
Male	0	0%	1	13%	3	37%	0	0%	0	0%	4	50%
Total	2	25%	1	13%	5	62%	0	0%	0	0%	8	100%

### Captains {EMT-Supervisors}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	2	13%	0	0%	2	13%	0	0%	0	0%	4	25%
Male	5	31%	0	0%	7	44%	0	0%	0	0%	12	75%
Total	7	44%	0	0%	9	56%	0	0%	0	0%	16	100%

### Sergeants (Crew Chiefs / Coordinators) {25 EMTs/Paramedics – 8 EMDs}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	7	21%	0	0%	8	24%	3	9%	1	3%	19	60%
Male	3	9%	1	3%	8	24%	2	6%	0	0%	14	40%
Total	10	30%	1	3%	16	48%	5	15%	1	3%	33	100%

### Paramedics / Emergency Medical Technicians

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	17	8%	0	0%	30	14%	2	1%	2	1%	51	23%
Male	24	11%	0	0%	130	60%	7	4%	5	2%	166	77%
Total	41	19%	0	0%	160	74%	9	5%	7	3%	217	100%

#### Emergency Medical Dispatchers {EMDs}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	11	46%	1	4%	7	29%	1	4%	0	0%	20	84%
Male	1	8%	0	0%	1	4%	1	4%	0	0%	3	16%
Total	12	54%	1	4%	8	33%	2	8%	0	0%	23	100%

#### Emergency Medical Technician Trainees 2018-2

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	3	14%	0		3	18%	0		0		6	32%
Male	0	0	0		15	68%	0		0		15	68%
Total	3	14%	0		18	86%	0		0		21	100%

### Diversity Report through 12.31.2019

#### Division of Emergency Medical Service

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	43	14%	2	1%	60	20%	6	2%	3	1%	114	37%
Male	34	11%	2	1%	145	46%	10	3%	5	2%	196	63%
Total	77	25%	4	1%	205	66%	16	5%	8	3%	310	100%

#### Executive Staff {1 Commissioner - 1 Admin Mngr - 0 Payroll – 1 Sn Pers Asst – 4 EMT-Supervisor}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	1	25%	0	0%	2	25%	0	0%	0	0%	3	50%
Male	0	0%	1	13%	3	37%	0	0%	0	0%	4	50%
Total	1	25%	1	13%	5	62%	0	0%	0	0%	7	100%

#### Captains {EMT-Supervisors}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	2	13%	0	0%	2	13%	0	0%	0	0%	4	25%
Male	5	31%	0	0%	7	44%	0	0%	0	0%	12	75%
Total	7	44%	0	0%	9	56%	0	0%	0	0%	16	100%

#### Sergeants (Crew Chiefs / Coordinators) {23 EMTs/Paramedics – 8 EMDs}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	7	21%	0	0%	7	24%	3	9%	1	3%	18	58%
Male	3	9%	0	0%	9	27%	1	6%	0	0%	13	42%
Total	10	30%	0	0%	16	51%	4	15%	1	3%	31	100%

#### Paramedics / Emergency Medical Technicians

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	16	8%	0	0%	32	16%	2	1%	1	0%	51	25%
Male	22	11%	1	1%	117	58%	8	4%	5	2%	153	75%
Total	38	19%	1	1%	149	74%	10	5%	6	3%	204	100%

#### Emergency Medical Dispatchers {EMDs}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	10	45%	1	5%	8	36%	0		0	0%	19	86%



Male	1	5%	0	0%	1	4%	1	5%	0	0%	3	14%
Total	11	50%	1	5%	9	40%	1	5%	0	0%	22	100%

*Emergency Medical Technician Trainees 2019-1 (8.12.2019)*

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	0	0	1	14%	1	14%	0		0		2	29%
Male	1	14%	0	0	2	57%	0		0		3	71%
Total	1	14%	1	14%	3	71%	0		0		5	100%

*Emergency Medical Dispatcher 2019-2 (11.4.2019)*

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	3	80%	0		0	0%	0		1	20%	4	100%
Male	0	0	0		0	0%	0		0		0	0%
Total	3	80%	0		0	0%	0		1	20%	4	100%

*Emergency Medical Technician Trainees 2019-2 (12.23.19)*

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	4	19%	0		8	38%	1	5%	0		13	62%
Male	2	10%	0		6	28%	0		0		8	38%
Total	6	29%	0		14	66%	1	5%	0		21	100%

Here again, we are working to realize equal opportunity for all of our applicants. The Division of EMS hired its first entry level EMT's in 17 years. The class began with 26 recruits and completed with 13. Next year's report will outline the demographic breakdown, the reasons recruits did not complete training and any additional changes/updates to future classes.

#### 4. INNOVATIVE OUTREACH TO UNTAPPED COMMUNITY

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As working in partnership with those in the community is a major part of CPOP, the PSRT continued the relationship forged in 2018 with the 'Beauty, Badges and Bonding in the Barbershop' talks, encouraging members of the community to apply to serve their neighborhoods. This year, the talks were highlighted by local media. The news piece can be found here:

News Channel 5 Barbershop Talk Story-

<https://www.news5cleveland.com/news/local-news/cleveland-metro/cleveland-public-safety-holds-recruiting-event-at-beauty-salon>

In 2019 we held 14 shop presentations. Here we were met with many members of the community that shared their belief that equal opportunities for women and minorities in all divisions was pretty much impossible. Acknowledging their concerns, we shared the changes underway such as updating the physical agility testing, a commitment to adding personnel for outreach before the next test, facilities for women in the fire houses and finally, providing

practice sessions for applicants prior to the exams which would include oversight by members of the minority unions.



## **In the Neighborhood**

The first annual report included our plans to expand our engagement with the Clerk of Courts office at their 'In the Neighborhood' events.

Last year the PSRT attended 8 of their 12 events. Here we shared with participants the opportunities to work for the city of Cleveland including in the Department of Public Safety. A lot of participants were surprised by this as they believed that because of a record of traffic violations or other issues with their driver's license that they were ineligible to be considered for these positions. The Clerk of Court, Earl B. Turner and his communication manager Obed Shelton, began highlighting the PSRT participation and recognized the partnership at their first annual appreciation luncheon in November of 2018.



## 5. INNOVATIVE MARKETING

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### Ads at the Bureau of Motor Vehicles (BMV)

This year, we highlighting employment opportunities at nine different BMV locations throughout Greater Cleveland. Ads ran for 10 seconds every 2.5 minutes and with an average wait time of 21 minutes at the BMV, potential applicants had the ability to view the ads over 8 times during their visit.

### ***Goal #3. Create and maintain partnerships with community stakeholders to enhance recruitment efforts.***

#### *Accomplishments*

Supporting this goal, there are four objectives:

1. Maintain successful partnerships that were created in the first year to bridge the divide between the community and its safety force members and rely on those partnerships to build transparency and inclusion regarding the hiring process.
2. Establish additional partnerships with community agencies to expand our reach into the communities that make up the City of Cleveland. This creates inclusion and input into who is referred and eventually hired into the divisions.
3. Improve our efforts in outreach, hiring and long-term recruitment efforts by collaborating with public safety agencies in other jurisdictions to help identify



individuals who have the abilities and desire to work and be successful servicing urban neighborhoods.

4. Consult with the Community Police Commission and other community stakeholders from the academic, religious, non-profit and business community on additional strategies to attract a diverse pool of applicants.

## 1. MAINTAIN PARTNERSHIPS

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We continued our participation with Junior Achievement in April this year. EMS demonstrated CPR techniques for the events participants.





## 2. NEW PARTNERSHIPS

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Asset mapping associations – postponed. Mapping incomplete.

## 3. PUBLIC SAFETY COLLABORATIONS

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Friendship through Reading/CEOGC Family Fun Day  
Youth Empowerment Series- Temple of Praise Church

## 4. CCPC AND OTHER STAKEHOLDER CONSULTATIONS

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Throughout the year, the OIC of the PSRT communicated with the Community Engagement and Project Coordinator Shalenah Williams to stay updated on their efforts and to collaborate. CCPC approached PSRT to collaborate on the formation of an addition to the commission; a young adult commission, the CPC Intergenerational Leadership Initiative. Mrs. Williams drafted a proposal that will be shared with public safety and the city council in 2020.

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## *II. Additional Recruitment Activities*

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### **A. Youth Activities – Little Ruth,**

In 2019 we continued actively participating in the recruitment of individuals for future generations for the Safety Forces. Chief Calvin Williams was approached by a member of our Somalian community regarding a little girl who has dreams of being a police officer one day. We coordinated with Officer Hamadi, Cleveland's first Somalian officer and a representative of their resettlement community for a day to meet Little Ruth.

As is customary in their culture, a number of family and friends showed up to support Ruth's future goals.



In 2019, we made 9 visits to area high schools and 5 elementary/middle schools. We again participated in the Mayor's Youth Summit and Back to School Fair.

Summer Pipeline Program

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*Officer Maliko Hamadi, Friends and Family  
Gather to support Little Ruth's dreams of  
being an Officer!*

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We again co-facilitated the *Law and Your Community* curriculum along with other local members of the National Organization of Black Law Enforcement Executives (NOBLE) to the summer public safety youth pipeline program. This year the program was held at the Cleveland Metropolitan School District Administration building. Over 60 area high school students participated. The closing ceremony was held in the City Hall Rotunda and the students worked with Chasity Morgan to complete a video of their summer. It can be found here: <https://vimeo.com/351383339>

This year's theme was "Level Up!" The young adults participated in a number of enrichment activities such as completing a capstone covering the issues they face living in an urban area, behavioral based interviewing techniques and they spent a week at Hocking College in their Public Safety program.

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### *III. Summary Statement and efforts for the Coming Year*

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As we are already in 2020 and experiencing the pandemic and civil unrest across the nation and the world, one thing remains clear: Public Safety is part of the bedrock of a civil society. Due to the quarantine, recruitment efforts have largely moved to increasing our social media content. The team and the administration have remained connected through webinars and online meetings, maintaining the applicant pool for our safety forces during this time.

As the country forges towards its new normal, we look to continue building upon the progress that has been made. New entry exams, opportunities for entry level positions and addressing past disparities in hiring are just some of our major focuses through the end of this year.

The following efforts will be the focus of the public safety administration and the PSRT through the end of 2020:

1. Completion of background investigations and the seating of Academy Class 147.
2. A new Request for Proposal round for psychological screening services.
3. Establishing and training a permanent committee of interviewers for sworn and specialized positions in public safety.
4. Securing a vendor or coordinating with TV20 to complete videos of the following,
  - a. Women in Policing
  - b. Veterans of the Safety Forces
  - c. Safety Forces as a second career.

We will also continue to work with the data analyst team to further drill down into the many ways and reasons we attract, hire and then lose the personnel that we do. We know there is a greater story there.



## **APPENDIX A**

### January (2019)

- Community Partner Events
  - Books at Work Discussion- EAU
  - CSU vs CPD Dodge ball recruitment Event
- Youth Engagement
  - CSU Dodge ball
- Presentations
  - DV Presentation at Christian Hope MBC
  - Barbershop Talk First Draft Picks on Superior
  - 143<sup>rd</sup> Class family Night
- Career Fairs
  - Cavaliers Career Fair
  - College Now Fair- Renaissance Hotel
- Media engagements
- College Visits
  - Notre Dame College
  - Ohio State Career Fair
- Training

### February (2019)

- Community Partner Events
  - Nu School vs Old School BBall Game
  - Designer Cuts & Styles Annual Bowling Party
  - 3<sup>rd</sup> District Community Relations Meeting
- Youth Engagement
  - Tri-C 2019 Northeast Ohio Conflict Resolution Youth Symposium
  - Spoke to MLK Jr. on Public Safety Careers
  - Met with Pipeline Students
  - Cleveland Ten Point Coalition
  - TLYC program at East Tech High
  - John Marshall Career Day
- Presentations
  - Safety Committee City Council Presentation
  - Beauty Shop Talk- Uniek Kreations on Buckeye
  - Budget Hearing- City Council
- Career Fairs
  - Job Corp
- Media engagements
  - Muni-Toons Meeting
- College Visits

Toledo University Career Day  
Akron University Career Fair and Internship  
Baldwin Wallace Career and Internship Expo  
John Carroll University Career Fair  
Kent State Career Fair  
Training  
Sgt. and Officer Clark & Collier In-service

## March (2019)

Community Partner Events  
6<sup>th</sup> Annual Salute to Women in Public Safety  
Destination CLE Annual Meeting  
2<sup>nd</sup> District Community Commander Meeting  
Meeting with African Leader and Ruth  
Cavs Firefighter Rescue night  
4<sup>th</sup> District Community Commander Meeting  
State of the Ward- Ward 7  
Youth Engagement  
International Campus Conference  
Presentations  
Barbershop Talk- Trim Broadview Rd.  
Barbershop Talk- Keratin Barber College  
Meeting with Canton Police Recruitment Team  
Career Fairs  
Ohio Means Jobs Fair  
Cavs College and Career Fair  
University Settlement/ AmeriCorps NEO Skill Corps  
Media engagements  
Radio interview with Doreen Burt  
College Visits  
Eastern Mich. University Spring Career Fair  
Miami University Career Fair  
Notre Dame College Visit  
Tri-C- Speak with students  
Training  
Webinar- Governing and Cornerstone OnDemand w/ Dr. Holliday  
Police and EMS In-Services  
Webinar- 21<sup>st</sup> Century Background Invest Software

## April (2019)

Community Partner Events  
In the Neighborhood  
Summer Jump Start Career Fair- Bellaire-Puritas

- YMCA of Greater Cleveland Annual Health Kids Day
- Coffee with a Cop
- Youth Engagement
  - Adlai Stevenson Career Day
  - Marion Seltzer School Career Day
  - Speak with students at Benedictine
  - Jr. Achievement Day
- Presentations
  - Barbershop Talk Tarblooders Sports
  - Barbershop Talk Allstate Hairstyling & Barber College
  - Speak with EMT Basic students- Akron General Hospital
  - Speak with EMT Basic students- Tri-C Metro
  - Speak with Semi Pro Football Team (The Howard Huskies)
  - Speak with paramedic students Akron General
- Career Fairs
  - Lorain County Community College
  - Glennville Career Fair
- Media engagements
- College Visits
- Training
  - Webinar- Social media on a Shoestring Budget
  - San Diego Conference- recruitment and retention

## May (2019)

- Community Partner Events
  - In the Neighborhood
  - Survivors of Violence Conference/Concert
  - Police Memorial Week
  - Drinking water week open house at Baldwin Water Treatment Plant
  - Asian Festival
  - Friendship through Reading/CEOGC Family Fun Day
  - Meeting with Ms. Jowan Smith of “Getting Our Babies to College”
- Youth Engagement
  - Madison Community Elementary Career Day
  - Wings Academy
  - Friendship through Reading/CEOGC Family Fun Day
- Presentations
  - Info Sessions
  - Speak with Tri-C OPOTA class
  - Presentation to City Council
  - Barbershop Talk Lady G’s (tentative)
  - Barbershop Talk Top Flyt
- Career Fairs
  - Glennville Rec Job Fair
  - Philadelphia Career Event/fair
  - Tri-C Career/Job Fair

- Media engagements
  - Radio One Police Recruitment Production Commercial
  - City Council Presentation
- College Visits
- Training
  - Webinar: Succession Planning: Building the Next Generation of Leadership

## June (2019)

- Community Partner Events
  - PRIDE in the CLE
  - In the Neighborhood
  - Present at Al-Omary Masjid Mosque
  - Mocktails & Mingle Event
  - The Hooley
  - Community Resource event- Inspiring Lives Forever Transportation
  - Safety Fair- Cleveland Job Corps
  - Pipeline Programing
- Youth Engagement
  - College & Career Week at Rhodes School of Environment Studies
  - Invictus H.S. Career Fair
  - Pipeline Family orientation
- Presentations
  - Barbershop Talk All the Kings Men
  - Motivation & Direction Meetings with police applicants
  - Lunch with CPD Classes
- Career Fairs
  - CEOGC Resource Palooza
- Media engagements
  - BMV Advertising
  - Browns Yearbook Advertising
  - Informational Video filming
- College Visits
- Training

## July (2019)

- Community Partner Events
  - 4<sup>th</sup> of July Parade
  - MLB All Star Week
  - In the Neighborhood
  - Pipeline Program
  - Health and Wellness Fair at Zelma George & Estabrook Rec
  - Family Unity Days
- Youth Engagement



- Youth Empowerment Series- Temple of Praise Church
- Division of Fire Ice Cream Socials
- Career Pathways Seminar- Designing your path
- Presentations
  - Barbershop Talk – Meryma’at Barber College
  - Barbershop Talk – West Park Barber Shop Premier Lounge
  - Information Sessions for EMT application
  - Recruitment and Retention Conference, Chicago
- Career Fairs
  - CEOGC Resource Palooza
- Media engagements
  - Facebook Lives at MLB All Star Week
- College Visits
- Training

## August (2019)

- Community Partner Events
  - Three “In the Neighborhood
  - “First District Safety Fair
  - Division of Fire Ice Cream Social
  - Community of Faith Festival
  - Mayors Night Out
  - CHN Housing Partners Community Event
  - 74<sup>th</sup> Annual One World Day
- Youth Engagement
  - Pipeline Closing Ceremony
  - Mayor Jackson CMSD Youth Summit & Back to school Fair
  - Safety/Back to School Fair- Keratin Barber College
  - Back to School Event- Trim Barbershop- Chiefs Barbershop
- Presentations
  - NOBLE Conference
  - Barbershop Talk at LaBarberia Institute of Hair
- Career Fairs
  - AmeriCorps NEO Skills Community Job Fair
  - 4<sup>th</sup> Annual Collinwood Community Resource & Empowerment Fair
- Media engagements
  - Browns Year Book Ad
  - BMV Ad
  - Meetings with Chastity for recruitment video
- College Visits
- Training
  - NOBLE Conference
  - Police In-Service

## September (2019)

- Community Partner Events
  - In the Neighborhood
  - Cleveland Air Show
  - Police District Community Meetings
  - Open Door Missionary Baptist Church- Health Fair
  - Catholic Charities Resource Fair
- Youth Engagement
  - Parents Night- Collinwood
- Presentations
  - Met with Police academy class 144
  - Cadet/Academy Barbershop Talk
  - NOBLE Conference meeting
  - Panel- National Action Network
- Career Fairs
  - Career Fair- University of Dayton
  - Career Fair- Ohio State University
  - Job Fair Union Miles
  - Career Fair- University of Cincinnati
  - Career Fair- Kent State University
- Media engagements
  - Filming with new videographer for recruitment video
  - Facebook Live '911 Action'
- College Visits
  - Employer Information table- Lorain Community College
  - Employer Information table- Notre Dame College (two)
  - Employer Information table- John Carroll
- Training
  - Officer In-service's
  - Kronos Training

## October (2019)

- Community Partner Events
  - In the Neighborhood
  - Coffee With a Cop
  - 145<sup>th</sup> Academy Class Family Night
  - Recovery Resources Youth Leadership
  - 3<sup>rd</sup> Annual Black Diamonds Women's Conference
  - Non-Traditional Career Fair for Women
- Youth Engagement
- Presentations
  - Speak with Paramedic Students at UH Parma
  - Interview on Reverse ride-along
  - Safety Job Fair- Female Firefighter Recruitment event
- Career Fairs
  - CareerFest 2019!
  - Urban League of Greater Cleveland & Lakewood College- resource fair

- Career Fair- University of Akron
- Career Fair- Bowling Green
- Career Fair- Central State University
- Career Fair- Cleveland State Police Dept. Safety Fair
- Media engagements
  - Filming with videographer (Chastity)
- College Visits
  - Employer Information table- Cleveland State
  - Employer Information table- Hiram College
- Training

## November (2019)

- Community Partner Events
  - Fatimas Annual Pancake Breakfast
  - Visit with Urban League of Greater Cleveland
  - 2<sup>nd</sup> District Commander Community meeting
  - Cleveland NAACP General Body meeting
  - 5<sup>th</sup> District Commander Community meeting
  - Sgt. Anderson met with Tri-C EMT class
- Youth Engagement
  - HBCU College Fair
  - Sgt. Leon Youth Panel discussion
- Presentations
  - Speak with Intro to Urban Studies CSU
  - Speak with Criminal Justice Class Baldwin Wallace University
  - Information Sessions for Patrol Officer application
  - Meet with Academy Class 145 during lunch
  - Barbershop Talk at Designer Cuts & Styles
- Career Fairs
  - Eastern Michigan University
  - Bowling Green University Public Safety Career Fair
  - 2019 veteran & Community Career Expo at Akron University
  - Indiana Tech Criminal Justice & Pre-Law Career Fair
- Media engagements
  - Filming for recruitment videos
  - Recruitment FB Live Event
  - Radio 1 Commercial
  - La Mega Commercial
- College Visits
  - Employer Information table- Notre Dame College
  - Employer Information table- Baldwin Wallace University
  - Employer Information table- John Carroll University
- Training
  - Law Enforcement Symposium-Daytona
  - Webinar- Police recruitment with Metro DC Police

Visit with Columbus PD on testing and background process

## December (2019)

### Community Partner Events

- 2<sup>nd</sup> District Commander Meeting

- Cleveland Branch NAACP General body meeting

- In the Neighborhood

### Youth Engagement

- 2019 Winter Commencement Job Fair

### Presentations

- Information Session- Patrol Officer

- Barbershop Talk- Barberia Cache

### Career Fairs

- Veterans Career Fair

- Tri-C Job Fair

### Media engagements

- Meeting with Chaz on Recruitment Video

- Filming with Chaz for Recruitment Video

- Black History Month Docu Series Interview

### College Visits

- Employer Information Table- Hiram College

### Training

- Miami Conference



## **APPENDIX B**



### City of Cleveland Safety Forces Behavior Interview Protocol and Training Proposal

#### **OBJECTIVE OF RECRUITING TRAINING:**

Properly preparing a team to conduct searches of City of Cleveland safety personnel is critical to effectively meet the strategic objectives of the team

#### **VALUE OF RECRUITING PREPARATION FOR THE SAFETY FORCES:**

1. Identify leadership and personal attributes necessary to meet defined objectives
2. Understand the culture sensitivities and needs of each safety team
3. Agreement on search method and protocol
4. Have the hiring process achieve annual hiring goals, increasing diversity, and recruiting the best and most qualified police officers and safety personnel for the city.

#### **BVU'S CONSULTING APPROACH:**

1. Meet with Director Withers and the Public Safety Recruitment team to define how behavior interviews can best fit into the current hiring process as defined by Civil Service and City of Cleveland.
2. Interview members of the team to understand success factors.
3. Define position criteria: competencies and leadership attributes
4. Develop bank of behavioral based interviewed based agreed attributes
5. Train the Committee or their designees on the following:
  - a. Success Factor Criteria
  - b. Interview Structure
  - c. Behavioral Interview Protocol
  - d. Develop Evaluation Form

#### **DELIVERABLES:**

- 1 Agreed upon leadership attributes and success factors
- 2 Interview Question Bank
- 3 Evaluation Form
- 4 Interview Protocol
- 5 Training for the trainers for the Public Safety Recruiting designees

#### **TIMEFRAME:**

2 months from start to finish

**BVU CONSULTANTS (BIOS ATTACHED):**

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Judy Tobin  
Brian Broadbent

**FEES AND HOURS:**

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The hours and fee for conducting to enhance recruiting processes: \$6,500 for 40 hours

## **BRIAN F. BROADBENT**

Brian Broadbent is the President and Chief Executive Officer of BVU: The Center for Nonprofit Excellence which was founded in 1993. BVU is a highly successful program for training and placing business professionals and executives on nonprofit boards of directors. BVU has placed over 3,200 business executives on 500 nonprofit boards of directors; over half of the candidates have risen to board leadership positions. BVU assists over 130 business clients annually in developing and implementing strategies for community involvement. BVU also provides board consulting and training services to 1,000 nonprofits annually. BVU was featured in a front-page article of *The Wall Street Journal*. The organization developed a unique business model that supports BVU's annual operating budget of \$2 million.

Prior to joining BVU, Mr. Broadbent was one of the global Director of Human Resources for Accenture. He has worked on employee relations, professional development, performance management and compensation and benefits. He has had extensive international experience supporting consulting and operations personnel in North America, Europe and Asia. Brian established HR policies and processes for the consulting and outsourcing businesses in periods of rapid expansion. He has developed personnel and finance programs to improve profitability and manage the workforce.

Mr. Broadbent serves on the boards of The City Mission, Youth Opportunities Unlimited, St. Edward High School and the Higley Family Foundation. A Cleveland native, he graduated from Case Western Reserve University with a BS degree in Accounting and became a CPA in 1980.

## **JUDY TOBIN**

Judy Tobin is Senior Director, Pro Bono Consulting, at BVU: The Center for Nonprofit Excellence (BVU). In this role, she provides oversight of BVU's Pro Bono Corps Program where she connects skilled business volunteers to capacity building projects within the nonprofit sector. Judy also consults, with nonprofit organizations to develop succession plans for staff leadership.

Prior to joining BVU, Judy served in lead human resources roles for several local organizations in the nonprofit sector. As the Human Resources Director for Recovery Resources, she oversaw all human resources functions, including employee relations, benefits, performance management, compensation, recruitment, training and development and regulatory compliance. Previously, Judy held various human resources roles for Chapman and Culter Law Firm in Chicago, Illinois and Cooley, Godward, Huddleston and Taylor in San Francisco, California.

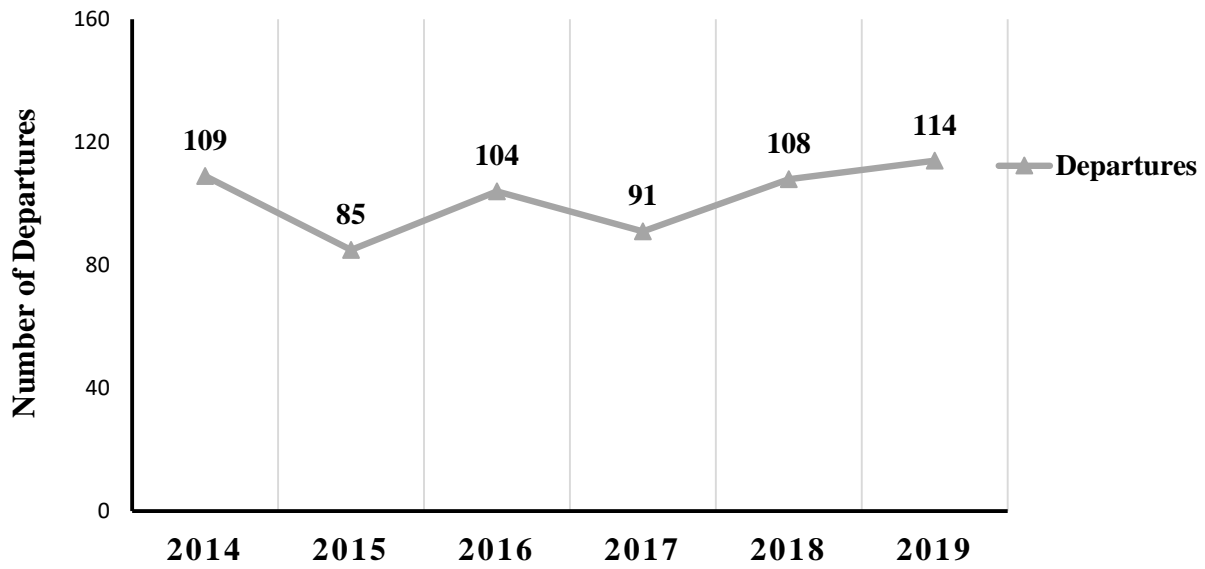
Judy previously served as Enrichment Chair of the Communion of Saints School Advisory Committee and formerly as the Second Vice President on the Board of Directors for Cleveland Women's City Club Foundation. She holds a Bachelor of Science in Communications Management from the University of Dayton.



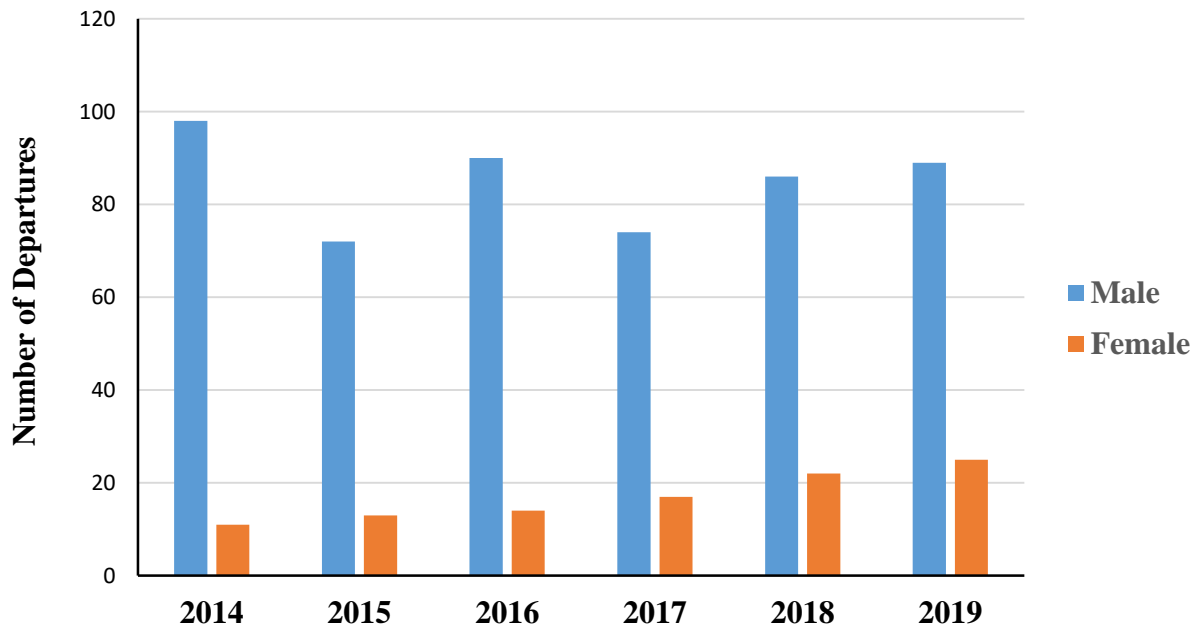
## **APPENDIX C**

### **Analysis A**

**Trends of Yearly Departures for the Cleveland Division of Police (Department-wide analysis): 2014-2019**



**Gender Overview of Departures for the Cleveland Division of Police (Department-wide analysis): 2014-2019**



**Yearly Totals of Gender Overview of Departures for the Cleveland Division of Police:  
2014-2019 (Department-wide analysis)**

<b>Gender</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Male	98	72	90	74	86	89
Female	11	13	14	17	22	25
<b>Totals</b>	<b>109</b>	<b>85</b>	<b>104</b>	<b>91</b>	<b>108</b>	<b>114</b>

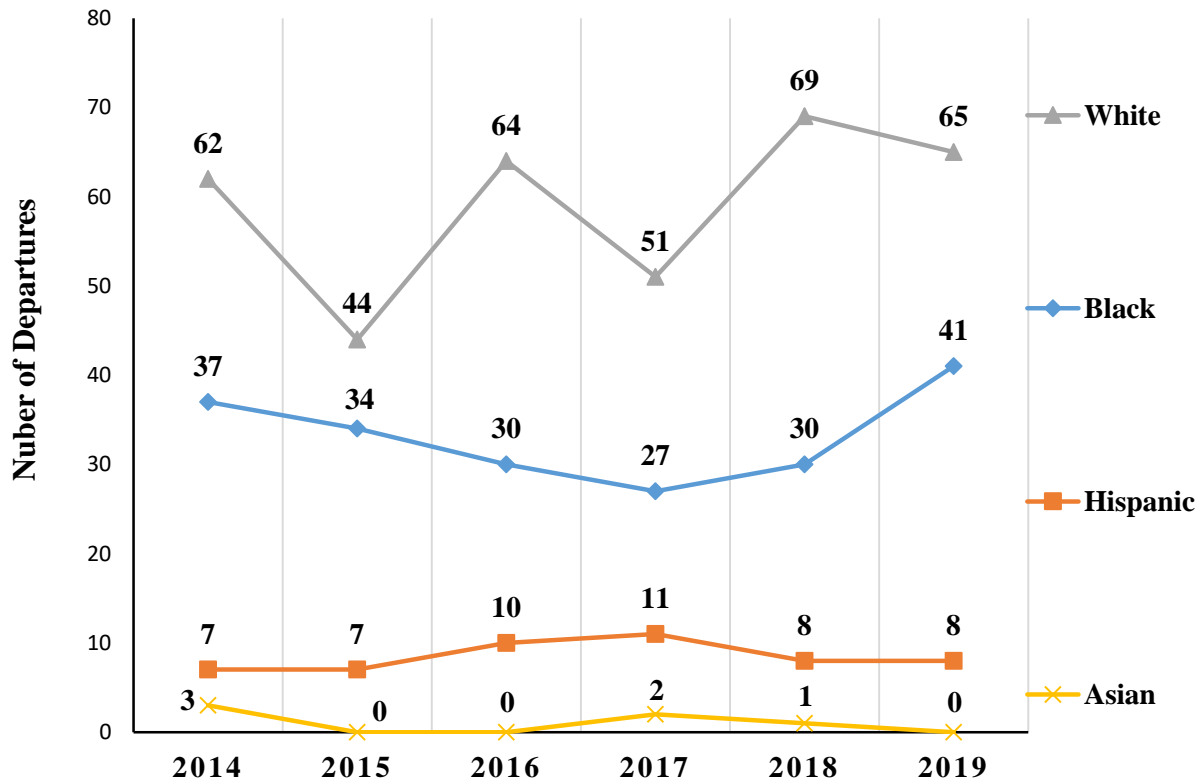
**Note: The above information are number counts only**

**Gender: Count vs Percentage Comparisons**

<b>Year</b>	<b>Male</b>		<b>Female</b>		<b>Totals</b>
	Count	%	Count	%	
2014	98	89.9	11	10.1	109
2015	72	84.7	13	15.3	85
2016	90	86.5	14	13.5	104
2017	74	81.3	17	18.7	91
2018	86	79.6	22	20.4	108
2019	89	78.1	25	21.9	114
<b>All Years</b>	<b>509</b>	<b>83.3</b>	<b>102</b>	<b>16.7</b>	<b>611</b>

### Analysis B

#### **Ethnicity Trends of Departures for the Cleveland Division of Police (Department-wide analysis): 2014-2019**



**Note:** The above information are number counts only. Currently, Race/Ethnicity is captured simultaneously to mean the same thing but efforts are being made to change this category going forward.

**(a) Yearly Totals of Ethnicity/Race Characteristics of Departures for the Cleveland  
Division of Police: 2014-2019 (Department-wide analysis)**

<b>Ethnicity</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Black	37	34	30	27	30	41
Hispanic	7	7	10	11	8	8
White	62	44	64	51	69	65
Asian	3	0	0	2	1	0
<b>Totals</b>	<b>109</b>	<b>85</b>	<b>104</b>	<b>91</b>	<b>108</b>	<b>114</b>

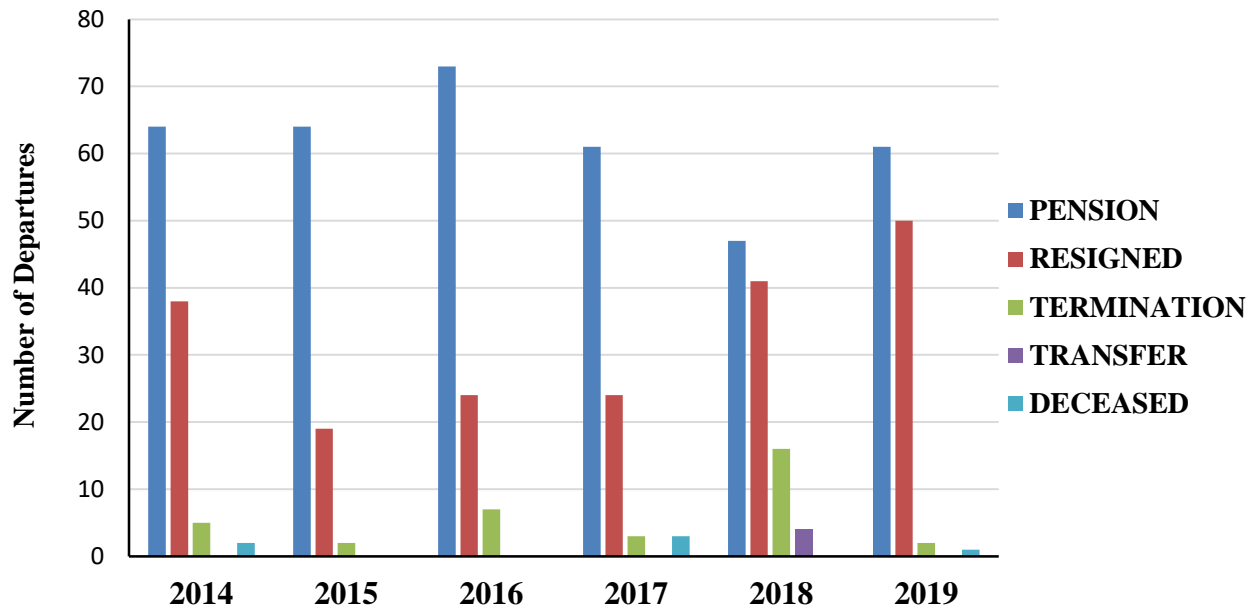
**Note:** The above information are number counts only. Currently, Race/Ethnicity is captured simultaneously to mean the same thing but efforts are being made to change this category going forward.

**Ethnicity: Count vs Percentage Comparisons**

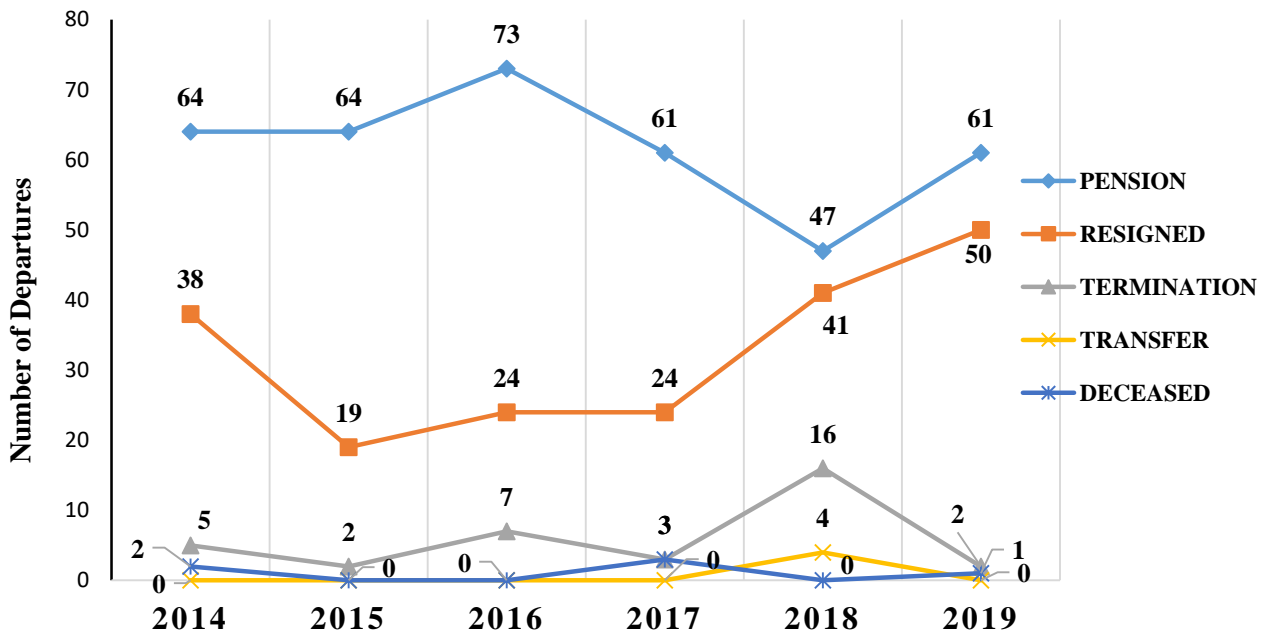
<b>Years</b>	<b>Black</b>		<b>Hispanic</b>		<b>White</b>		<b>Asian</b>		<b>Totals</b>
	Count	%	Count	%	Count	%	Count	%	
2014	37	33.9	7	6.4	62	56.9	3	2.8	109
2015	34	40.0	7	8.2	44	51.8	0	0.0	85
2016	30	28.8	10	9.6	64	61.5	0	0.0	104
2017	27	29.7	11	12.1	51	56.0	2	2.2	91
2018	30	27.8	8	7.4	69	63.9	1	0.9	108
2019	41	36.0	8	7.0	65	57.0	0	0.0	114
<b>Totals</b>	<b>199</b>	<b>32.6</b>	<b>51</b>	<b>8.3</b>	<b>355</b>	<b>58.1</b>	<b>6</b>	<b>1.0</b>	<b>611</b>

### Analysis C

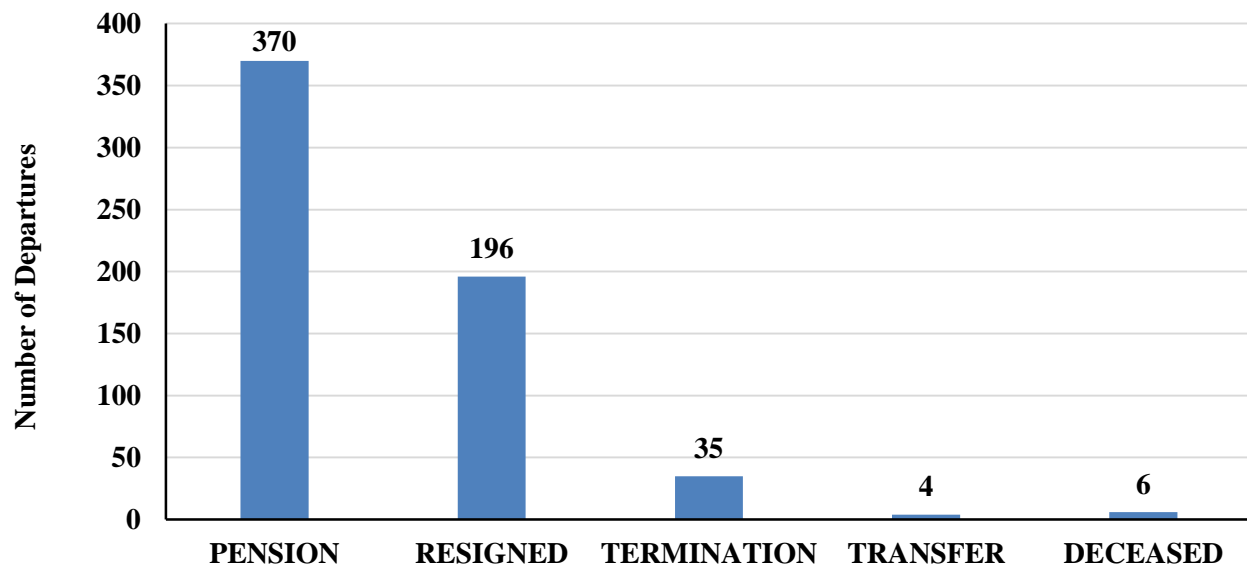
#### Departures Characteristics for the Cleveland Division of Police: 2014-2019 (Department-wide analysis)



Note: There certainly appears to be a significant increase in resignation in 2019 vs. previous years.



### Total Departures from 2014-2019 (Department-wide analysis)



### Yearly Trends of Departures for the Cleveland Division of Police: 2014-2019 (Department-wide analysis)

Years	Pension	Resigned	Termination	Transfer	Deceased
2014	64	38	5	0	2
2015	64	19	2	0	0
2016	73	24	7	0	0
2017	61	24	3	0	3
2018	47	41	16	4	0
2019	61	50	2	0	1
<b>Totals</b>	<b>370</b>	<b>196</b>	<b>35</b>	<b>4</b>	<b>6</b>

Note: The above information are number counts only

### Departure Types: Count vs Percentage Comparisons

Years	PENSION		RESIGNED		TERMINATION		TRANSFER		DECEASED		Totals
	Count	%	Count	%	Count	%	Count	%	Count	%	
2014	64	58.7	38	34.9	5	4.6	0	4.2	2	1.8	109
2015	64	75.3	19	22.4	2	2.4	0	2.8	0	0.0	85
2016	73	70.2	24	23.1	7	6.7	0	6.5	0	0.0	104
2017	61	67.0	24	26.4	3	3.3	0	3.6	3	3.3	91
2018	47	43.5	41	38.0	16	14.8	4	13.7	0	0.0	108
2019	61	53.5	50	43.9	2	1.8	0	1.5	1	0.9	114
<b>Totals</b>	<b>370</b>	<b>60.6</b>	<b>196</b>	<b>32.1</b>	<b>35</b>	<b>5.7</b>	<b>4</b>	<b>0.9</b>	<b>6</b>	<b>1.0</b>	<b>611</b>

### Cross-relationship between Departures and Ethnicity/Race for the Cleveland Division of Police: 2014-2019 (Department-wide analysis)



Years	Ethnicity	Pension	Resigned	Termination	Transfer	Deceased	Totals
<b>2014</b>	Black	25	7	3	0	2	37
	Hispanic	4	3	0	0	0	7
	White	34	26	2	0	0	62
	Asian	1	2	0	0	0	3
	<b>Totals</b>	<b>64</b>	<b>38</b>	<b>5</b>	<b>0</b>	<b>2</b>	<b>109</b>
<b>2015</b>	Black	27	6	1	0	0	34
	Hispanic	3	4	0	0	0	7
	White	34	9	1	0	0	44
	Asian	0	0	0	0	0	0
	<b>Totals</b>	<b>64</b>	<b>19</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>85</b>
<b>2016</b>	Black	24	5	1	0	0	30
	Hispanic	6	3	1	0	0	10
	White	43	16	5	0	0	64
	Asian	0	0	0	0	0	0
	<b>Totals</b>	<b>73</b>	<b>24</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>104</b>
<b>2017</b>	Black	20	5	1	0	1	27
	Hispanic	8	3	0	0	0	11
	White	33	14	2	0	2	51
	Asian	0	2	0	0	0	2
	<b>Totals</b>	<b>61</b>	<b>24</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>91</b>
<b>2018</b>	Black	14	6	10	0	0	30
	Hispanic	5	3	0	0	0	8
	White	27	32	6	4	0	69
	Asian	1	0	0	0	0	1
	<b>Totals</b>	<b>47</b>	<b>41</b>	<b>16</b>	<b>4</b>	<b>0</b>	<b>108</b>
<b>2019</b>	Black	20	19	2	0	0	41
	Hispanic	3	5	0	0	0	8
	White	38	25	1	0	1	65
	Asian	0	0	0	0	0	0
	<b>Totals</b>	<b>61</b>	<b>50</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>114</b>

